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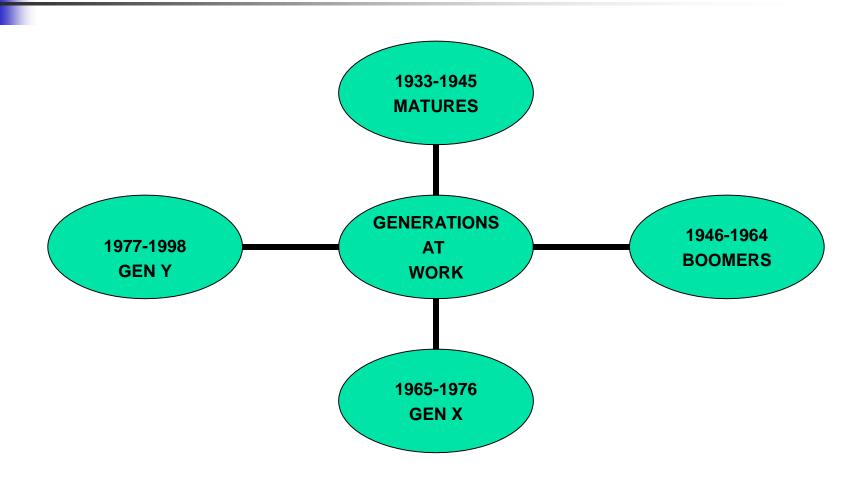
Factors Affecting Management of Today's Workforce ???



Multiple Generations



Generations in the Workplace





- Known as Veterans, Swing Generation,
 Silents, and Pre-Boomers
- 34 Million
- Rich with work experience
- Hard workers and loyal
- Appreciate importance of achieving common goals & offering lasting knowledge legacy



- Leadership positions
- Sensitive to customers
- Carry institutional memory
- Civic minded & help oriented
- Significant knowledge legacy



- Early & late baby boomers (king & queen of corporations)
- 76 Million
- Competitive & hardworking
- Represent 45 % of workforce
- Focus on personal goals & achievement
- Question meaning/purpose of their life as they get close to retirement



- Sandwich Generation
- Driven- "get it all done at all costs" attitude
- "Me" generation (self-absorbed)
- Pondering early retirement-don't intend to stop working

X'ERS 1965-1976

- Middle managers
- 41 Million (population will decrease 15% by 2010)
- See organization as a place to learn new skills & experience
- Average 5-6 jobs in 5-6 years...bring breadth of experience that can strengthen the team
- Independent approach to work

X'ERS CONTINUED

- Clear expectations- space & freedom
- No blind "loyalty" to company BUT can be fiercely loyal to project, team, boss but it is based on mutuality
- IF they are challenged, growing, enjoying their work, getting what they want – they will stay
- Good with boundaries- will pull an all nighter if need be
- Want balance between work & personal They DON'T live to work...they work to live

Y'S 1977-1998

- Newest members of workforce
- 75 million
- Ambitious, demanding, question everything
- Different loyatlies: place of employment last on list
- Digital: cell, laptop, broadbands
- Multi-taskers
- Hard working: used to meeting high expectations
- Appreciate structure, process, feedback

Y'S CONTINUED

- Waving money is futile
- Flexibility- Freedom- Development
- Good hours-work climate-job opportunities to learn, grow & have real responsibilities
- Great team players-prefer group to individual
- Tolerant of authority, welcome diversity and are the best-educated generation in US history
- Civic minded, intellectually curious, & polite

BOTTOM LINE: They want cool leading edge careers that make a difference in the world



One approach will not be effective for all generations of workers



- Dignity- respect and be mindful of their knowledge
- Tell them how much you value them & their knowledge
- Mentor allow them to pass on wisdom and knowledge
- Link- connect them to the community as a way of leveraging their expertise
- Hiring- talented, smart, hardworking, connected to customers

HANGING ON TO BABY BOOMERS

- Passion- meaningful work: Ask what they are passionate about and interested in and incorporate into work environment
- Enrich- keep them on cutting edgeteach them- they want to learn
- Flexibility and imagination are the keys to retention
- Reward- notice and thank them for dedication and commitment

HANGING ON TO X'ERS

- Career growth- keep them challenged, learning, progressing, developing new skills
- Information-keep them in loop, communicate early, honestly, & often (email is favorite way BUT face to face builds relationships & helps to keep them
- Provide flexibility, freedom & work life balance
- Do not micromanage

HANGING ON TO Y'S

- Opportunities Find ways to exercise their intellectual curiosity and work in teams
- Provide challenge & structure
- Give them technology
- Regular honest feedback-not just annual performance review
- Goal oriented & reward when achieved in a way they appreciate

QUICK GUIDE

	Matures	Boomers	X'ers	Y's
Work Ethic	Work til you drop	Work long hours, and tell your mgr about it	Personal life first, work is important	Lifestyle comes first
Loyalty	Loyal to employer	Loyal to employer, with limitations	Career and professional loyalty	Loyalty as it assists with career
Technology	Technology fascination	Technology challenged	Technology proficient	Technology immersed
Reporting relationships	Strong chain of command	Chain of command	Question purpose of a chain of command	Respectful but moves ahead



FLEXIBILITY

✓ MATURES – I'VE EARNED IT

✓ BOOMERS – I WANT IT

✓ X'ERS- I DESERVE IT

✓ Y'S- I EXPECT IT

Other Factors

- Race, ethnicity
- Language barriers
- Previous work experiences



Management has become complicated!!

The manager can no longer give orders and respond in authoritative manner and get results

In addition to assuring work gets completed the manager must nurture a satisfied workforce

21st Century Managerial Shifts

Control at top

Conformity

Leave person issues at door

Top down leadership

Reward by moving up organizational chart

Use of coercion, threats

Impersonal

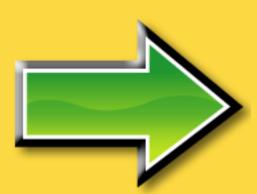
Maintain security

Direct, badger

Resist change

Find the negative

Focus on following mandates, rules



Empowerment at all levels

Diversity honored

Have concern for whole person

Leadership within team

Rewards via expansion of current role

Use of influence

Sharing personal stories

Take risks

Mentor, coach

Lead change

Find positive

Focus on creating community, caring culture



New challenges require new approaches to management and supervision: **COACHING**

Coaching Skills

What does a coach do?



Coaching Skills

Coaching
Vs
Traditional Supervision



Coaching:

- reflects a partnership in which the supervisor helps the person use his or her own abilities to solve a problem or correct an action
- encourages independent thinking from employees, promotes their growth, and respects their capabilities.
- helps and motivates people to develop goals and the plans to meet them
- encourages people to be active participants in the developing and sustaining a culture of safety



Actively listening

- Two-way communication
- Avoidance of listening blocks:
 - Anticipating what the person is thinking or going to say
 - Developing and rehearsing a script in your head as the other person is talking
 - Selective hearing
 - Daydreaming
 - Jumping to conclusions
 - Defensiveness
 - Patronizing
 - Prejudice



Using body language

- Examples: eye contact, leaning forward, and nodding your head
- Helps to show that you are listening



Paraphrasing

- Rewording what the person has said
- Clarifies what you hear



Asking questions

- Closed-ended questions lend themselves to short answers
- Open-ended question allows more options for answers and can aid in helping employees think through solutions that are meaningful for them or offer information that otherwise may not have surfaced



Providing feedback

- Negative
- Constructive
- Positive



Facilitating problem solving

- Put the person at ease
- State the problem clearly and objectively
- Using open-ended questions, ask for the person's views
- Listen attentively
- Allow emotions to diffuse
- Reflect what the person said
- Ask the person for suggestions on solving the problem
- Offer suggestions that the person may not have considered
- Mutually agree on a plan
- Follow up and offer feedback



Individualize your coaching approach!



COMMUNICATION: One of the most important parts of leadership



Communication and Interpersonal Skills: Communication Tips

- Understand that people want to feel heard more than they care about whether you agree with them
- Remember that what is said and what is heard can be very different
- Acknowledge inconvenience or frustration & offer a timeline when you need someone's cooperation or when your activities will affect them



Give your undivided attention Observe

Establish two-way conversation

- a closed ended question
- an open ended question Guide the conversation
 - clarify
 - restate
 - paraphrase
 - reflect
 - be silent
 - summarize



Communication and Interpersonal Skills: Communication Tips

- You don't have to have all the answers
- Respond (facts & feelings); don't react (feelings)
- Don't take another person's anger personally
- Avoid pitfalls
 - making judgments
 - imposing your morals
 - giving advice
 - empty reassurances
 - superficial responses



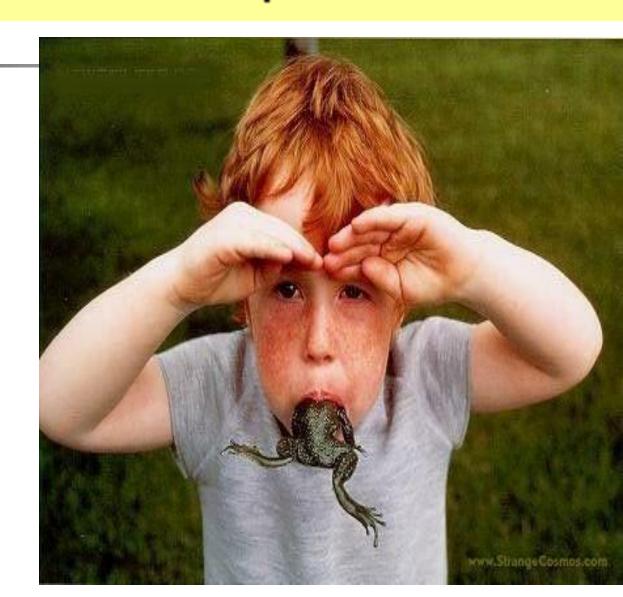
Communication and Interpersonal Skills: Communication Tips

- Remember change is stressful for most people
- Work at keeping a positive mental flow
- Improve your listening skills
 - ask good questions
 - clear your mind of distractions



Feedback is important

- Ignore *negative* behavior and it will *increase*
- Ignore *positive* behavior and it will
 decrease





Be assertive in your communication!

Assertiveness



Communication and Interpersonal Skills: Tools for Interpersonal Skills

Avoid negative messages:

Standing w/ hands on hips: aggression, impatience

Eyes rolling or looking around the room, foot tapping:

boredom, impatience

Arms crossed on chest: defensiveness, impatience, reluctance to talk

Sitting w/legs crossed, hands behind back, leaning back: superiority

Tapping fingers on surface, fidgeting: impatience

Playing w/ or rolling hair in fingers: insecurity

Looking away during conversation: disinterest, disbelief

Biting nails: nervousness, insecurity

Pointing finger: anger, aggression, superiority

Communication and Interpersonal Skills: Tools for Interpersonal Skills

Signs of a Positive Attitude:

- Face the person when speaking
- Wear a smile
- Make & keep eye contact
- Keep your hands to your side
- Respect the other person's personal space





Communication and Interpersonal Skills: The Benefits of Improving Skills

Interpersonal communication skills let others know what we think, feel, need and want and they are how we let others know that we understand what they think, feel, need and want.

Improving our communication and interpersonal skills will lead to more effective communication with residents, families, and coworkers.



Rests on core beliefs that frontline staff:

- are capable responsible adults
- have abilities that are often underused
- want to do a good job
- care about residents and the nursing home
- will assume and handle responsibility well if given the opportunity

Empowerment

What decisions could be made by frontline staff?



Empowerment cont.

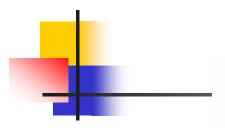
Leadership supports frontline staff empowerment by:

- Assuring competency to fulfill responsibilities. Staff may need to learn new skills or brush up on old ones.
- Giving clear instructions, including scope and limitations of responsibilities.
- Allowing employees to have as much control as possible over their work. If this is a new concept for employees, the process may begin with small responsibilities and gradually increased.
- Sharing information and knowledge about areas that concern work responsibilities.

Empowerment

Leadership supports frontline staff empowerment by:

- Matching the responsibility and accountability given with the authority to do the job.
- Eliciting opinions and thoughts.
- Being available to guide, intervene, and assist if necessary.
- Checking on progress and monitoring activities.
- Welcoming and listening to feedback.
- Offering praise and recognition for independent decisionmaking.
- Providing opportunities for growth and expansion of skills.





It's in your hands!



Thank you!

For any questions or follow-up:

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